

Alison Kirkpatrick
 BQOM 2521
 Assignment 2b: Ratings Model
 March 22, 2018

Personal Decision: What is the best career path post-graduation and how do the results of a Ratings Model vary from that of the Analytic Hierarchy Process (AHP) Model?

1. Summary

As a Juris Doctor and Master of Business Administration candidate, my post-graduation career choices have several major paths if I choose to primarily seek jobs requiring a law degree. The starting point of my career and the type of industry segment that I choose to pursue have the potential to mainly impact the lifestyle, influence, income, and future career opportunities available. Career considerations are based on positions typical of Pittsburgh, PA and the surrounding region. The scenario presented requires that I choose between seeking jobs in a law firm, a corporate legal department, or a government legal organization. Given the characteristics of the options, the decision is difficult, as all of the choices have value. Even so, the considerations of the decision and the potential impact on my life and that of my family make the process of selecting the right career path of utmost importance.

By using the Ratings Model and the SuperDecisions Software, the decision and the correct choice, based on my present preferences, can be seen through the model results. The following report details the specifics of the Ratings Model with an emphasis on the goal, the decision criteria, and the subcriteria of the decision. Following the overview of the model, I will review the results of the model and provide an assessment of the synthesis as it relates to the results obtained from the AHP Model.

2. Ratings Model

Figure 1 below shows the overview of the Ratings Model. This model varies from the AHP (Relative) Model as the alternatives are not pairwise compared, but rather, they are evaluated one at a time against the criteria.

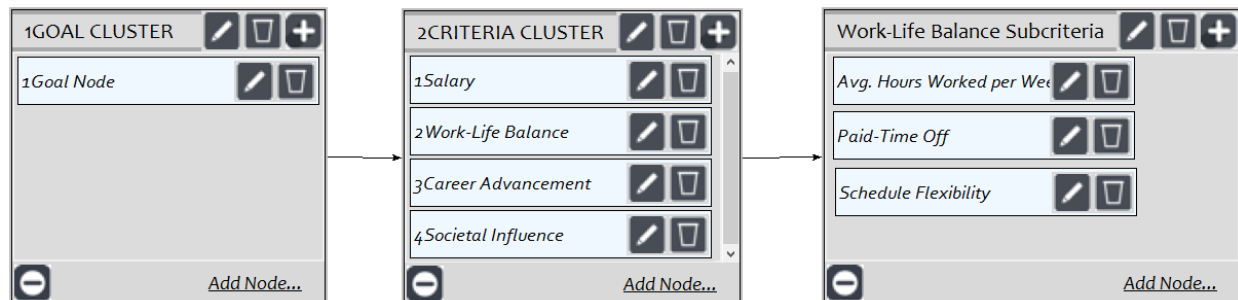


Figure 1. Personal Decision - Ratings Model

The model consists of the decision, criteria, and subcriteria clusters. Each cluster has one or more nodes. The criterion selected for the model were: salary, work-life balance, career advancement, and societal influence. At the bottom of the model, the subcriteria cluster for work-life balance replaces the alternatives cluster from the AHP Model. The subcriteria nodes – average hours worked per week, paid time-off, and schedule flexibility – were linked to the work-life balance node in the criteria cluster. As discussed above, the alternatives of the decision were: law firm, corporate legal department, and government legal organization.

Next, I created judgements about the goal node criterion and work-life balance subcriterion. Then, I selected rating scales for each criterion. Two out of the six criterion received custom rating scales while the other four used the pre-programmed “excellent to poor” ratings scale. Below is an overview of the ratings that were selected for each criterion and subcriterion:

- **Average Hours Worked per Week:**
 - Law Firm: 51 – 60 hours¹
 - Corporate Legal Department: 46 – 50 hours²
 - Government Legal Organization: 40 – 45 hours³
- **Paid Time-Off:**
 - Law Firm: Average
 - Corporate Legal Department: Above Average
 - Government Legal Organization: Above Average
- **Schedule Flexibility:**
 - Law Firm: Below Average
 - Corporate Legal Department: Above Average
 - Government Legal Organization: Above Average
- **Salary:**
 - Law Firm: \$150,000 - \$199,000⁴
 - Corporate Legal Department: \$100,000 - \$149,000⁵

¹ Reuters, Thomson, Lawline CLE, and Thomson Reuters. "Law Firm Hours – The Real Story." Above the Law. July 24, 2012. Accessed March 22, 2018. <https://abovethelaw.com/career-files/law-firm-hours-the-real-story/>.

² "2015 ACC Global Census A PROFILE OF IN-HOUSE COUNSEL." Association of Corporate Counsel. 2015. Accessed March 22, 2018. <http://www.acc.com/vl/public/Surveys/loader.cfm?csModule=security/getfile&pageid=1411922&page=/legalresources/resource.cfm&qstring=show=1411922&title=2015 ACC Global Census Executive Summary&recorded=1>.

³ "Assistant District Attorney's Hours?" 2007. Accessed March 22, 2018. <http://www.lawschooldiscussion.org/index.php?topic=3008116.0>.

⁴ Tascarella, Patty. "Exclusive: Pay for new lawyers in Pittsburgh lags metros, but one big employer has boosted starting salaries." Bizjournals.com. April 21, 2015. Accessed March 13, 2018. <https://www.bizjournals.com/pittsburgh/blog/financial-district/2015/04/pay-for-new-lawYERS-in-pittsburgh-lags.html>.

⁵ "Salary: Assistant General Counsel in Pittsburgh, PA." Glassdoor. September 6, 2016. Accessed March 13, 2018. https://www.glassdoor.com/Salaries/pittsburgh-assistant-general-counsel-salary-SRCH_IL.0,10_IM684_KO11,36.htm.

- Government Legal Organization: \$50,000 - \$99,000^{6,7}
- **Career Advancement:**
 - Law Firm: Above Average
 - Corporate Legal Department: Below Average
 - Government Legal Organization: Average
- **Societal Influence:**
 - Law Firm: Above Average
 - Corporate Legal Department: Average
 - Government Legal Organization: Excellent
- ***Note:** Alternatives were based on the following positions:
 - **Law Firm:** Based on incoming first-year Associate position in Pittsburgh, PA.
 - **Corporate Legal Department:** Based on Assistant General Counsel position in Pittsburgh, PA.
 - **Government Legal Organization:** Based on Assistant United States Attorney position in Pittsburgh, PA.

An overview of the Ratings Table is shown below in *Figure 2*.

Alternatives	Priorities	Totals	Avg. Hours Wo... (0.0693)	Paid-Time Off (0.0693)	Schedule Flexib... (0.0693)	1Salary (0.2806)	3Career Advan... (0.2542)	4Societal Influe... (0.0498)
Law Firm	0.4766	0.6687	(0.2500)51 - 60 ...	(0.3061)Average	(0.1263)Below ...	(1.0000)150K - ...	(0.6643)Above ...	(0.6643)Above ...
Corporate Legal Department	0.2603	0.3652	(0.5000)46 - 50 ...	(0.6643)Above ...	(0.6643)Above ...	(0.4110)100K - ...	(0.1263)Below ...	(0.3061)Average
Government Legal Organization	0.2631	0.3692	(1.0000)40 - 45 ...	(0.6643)Above ...	(0.3061)Average	(0.1014)50K - 99K	(0.3061)Average	(1.0000)Excellent

Figure 2. Ratings Table

As I refined my ratings, I verified the inconsistency in the model; the inconsistency in the model is less than the permissible level of 0.10. I also completed a sanity check; there were no errors or warnings.

3. Results Analysis: Comparison with Analytical Hierarchy Process

After completing the Ratings Table, I ran the synthesis. The results of the Ratings Model synthesis are shown below in *Figure 3*.

⁶ "Entry-Level (Honors Program) and Experienced Attorneys - Attorney Salaries, Promotions, and Benefits." The United States Department of Justice. August 5, 2015. Accessed March 12, 2018.
<https://www.justice.gov/legal-careers/attorney-salaries-promotions-and-benefits>.

⁷ "Assistant U.S. Attorney." The United States Department of Justice. March 12, 2018. Accessed March 13, 2018.
<https://www.justice.gov/legal-careers/job/assistant-us-attorney-38>.

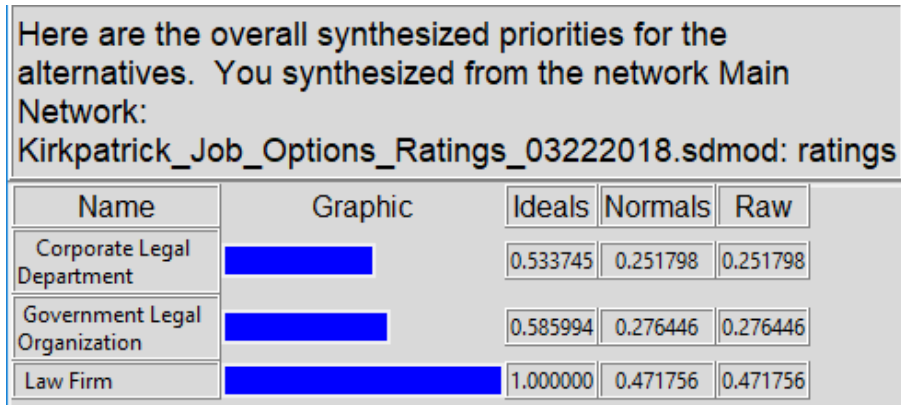


Figure 3. Ratings Model Overall Synthesis Priorities

The ideal choices shown in the synthesis, ranked from highest to lowest were: law firm, government legal organization, and corporate legal department. The results are consistent with the outputs from the AHP Model synthesis shown below in *Figure 4*. However, compared with the AHP Model, the Ratings Model shows a greater preference for the law firm position (1.00) over both the corporate legal department (0.53) and government legal organization (0.59) options. Compared to the AHP Model results, this disparity is likely due to the added subcriterion ratings for work-life balance and the refined ratings of each criteria in the model.

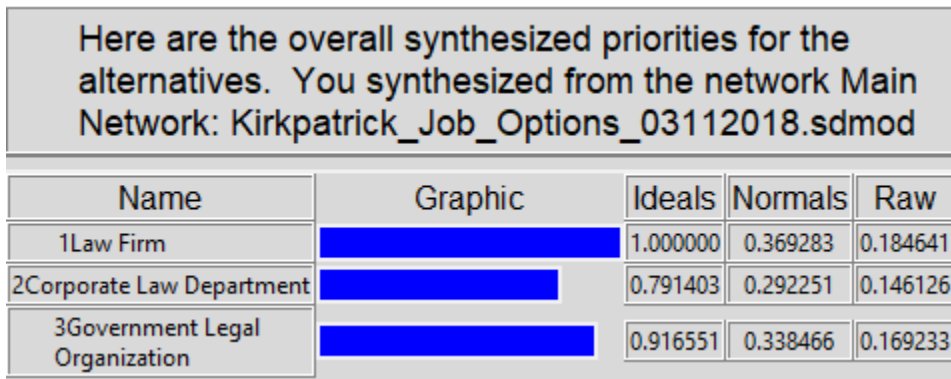


Figure 4. AHP Overall Synthesis Priorities